



Project Management

Workshop Purpose



Overview

- Purpose of Meeting and Expected Results
- Rules of the Road
- The Problem
- The Solution
- Approach
- Road Map
- Summary



Purpose of Meeting and Expected Results

- Common understanding of EM strategy for 413.3 implementation
- Progress update on 413.3
- Decisions on proposed list and initial list of projects
- Define a template for implementation



Rules of the Road

- Recognize that there are problems
- Understand that we must address problems with solutions
- Status quo is not a solution
- Limited whining
- Listen and understand
- Sometimes we will agree to disagree
- Embrace our common purpose



The Problem

“Lack of DOE Involvement at the Project Level

... Because DOE has little involvement at the project level, control of the project is in the hands of contractors, and DOE is often not in a position to provide effective oversight. All project owners are frequently called upon to make decisions, and if the owner is not closely involved and his decisions are not timely, the project budget and schedule will suffer...” -- NRC, 1999



The Problem

- “ The problem is project cost overruns, poor scope definition, and a lack of admin, local and other support. The result has been a lack of involvement or understanding by Feds” -- Jim O. 2001



The Solution

- Embrace fed oversight of projects
 - Must be accomplished as “owner” support to the contractor
 - Timely information is the key to success
- Utilize existing project management systems
- Learn from a focused set of projects



Approach

- Develop a list of capital asset projects
 - Focus on projects with activity in CD-0 and beyond
 - Prioritize for each site based on importance to program
 - Select “important” projects for each site
 - Confirm delegation of authority plan
 - Submit for management approval
- Institutionalize the review processes
 - Establish ESAAB and QPR rigor at the sites
 - Develop an EIR and IPR schedule and responsibility plan
- Develop information requirements



Approach

- Foster the integration of management tools
 - EM-PDRI for forward planning, independent reviews and CDs
 - EVMS for improved management decisions
 - Drive risk management plans to the project level
- Continue to add priority projects to list
 - Graded approach. Won't choke the system
- Begin study of “other” projects
 - Model vice mirror 413.3 approach
 - Do what makes sense for good management
- Implement OECM career ladder concurrent EM-6



Road Map

- Dave Pepson will provide the particulars
- Your involvement is key to success
- A graded approach is acceptable and encouraged



Summary

- Our problems are DOE-wide, which means the solutions require cultural change
- We have the right people at the sites and the headquarters to solve the problems
- We must change our project and program management approach by becoming more involved owners.